



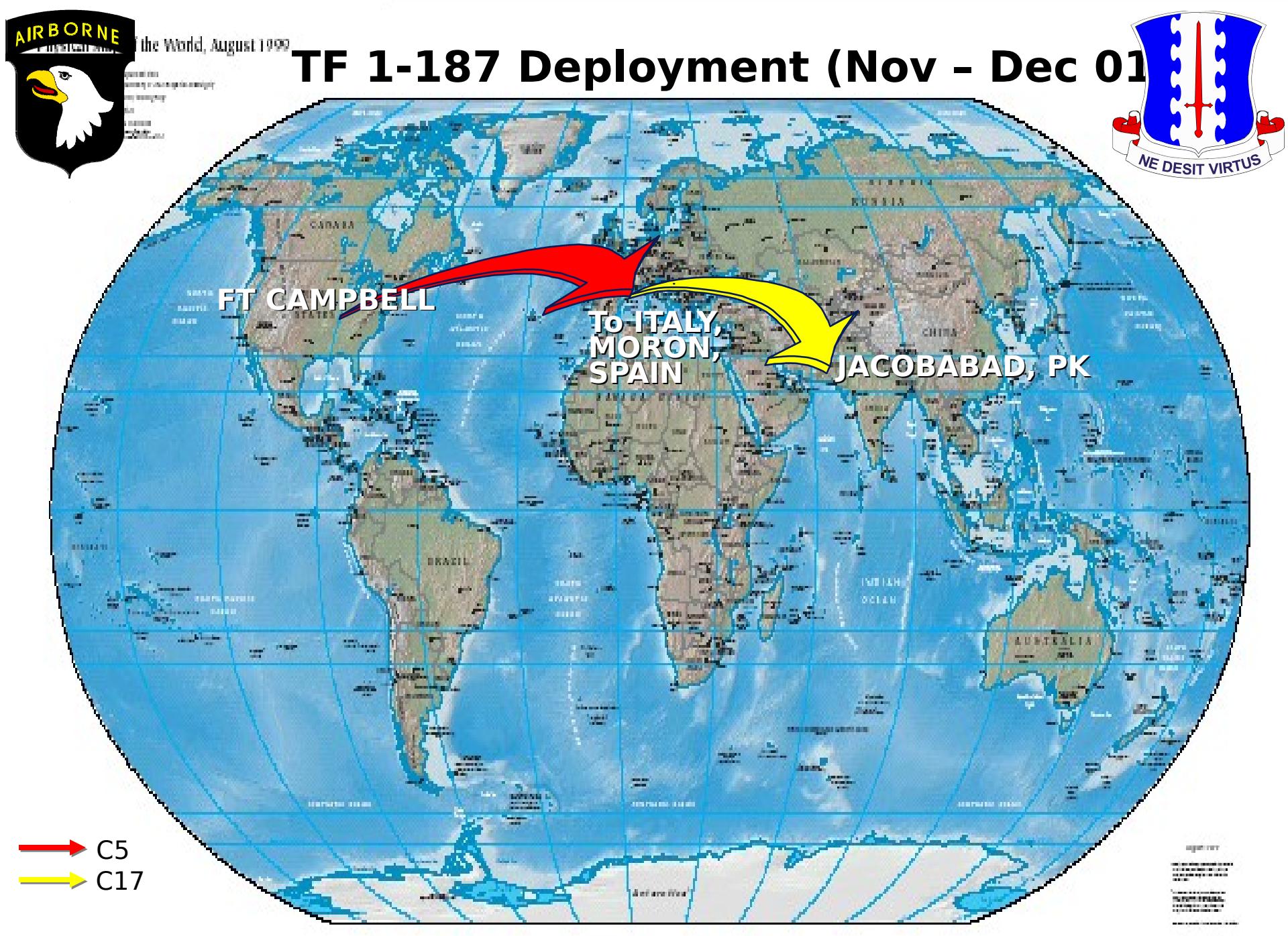
TASK FORCE RAKKASAN

OPERATION ENDURING FREEDOM

**A presentation for the Fall 2002 Army
Resource Managers' Conference**

Agenda

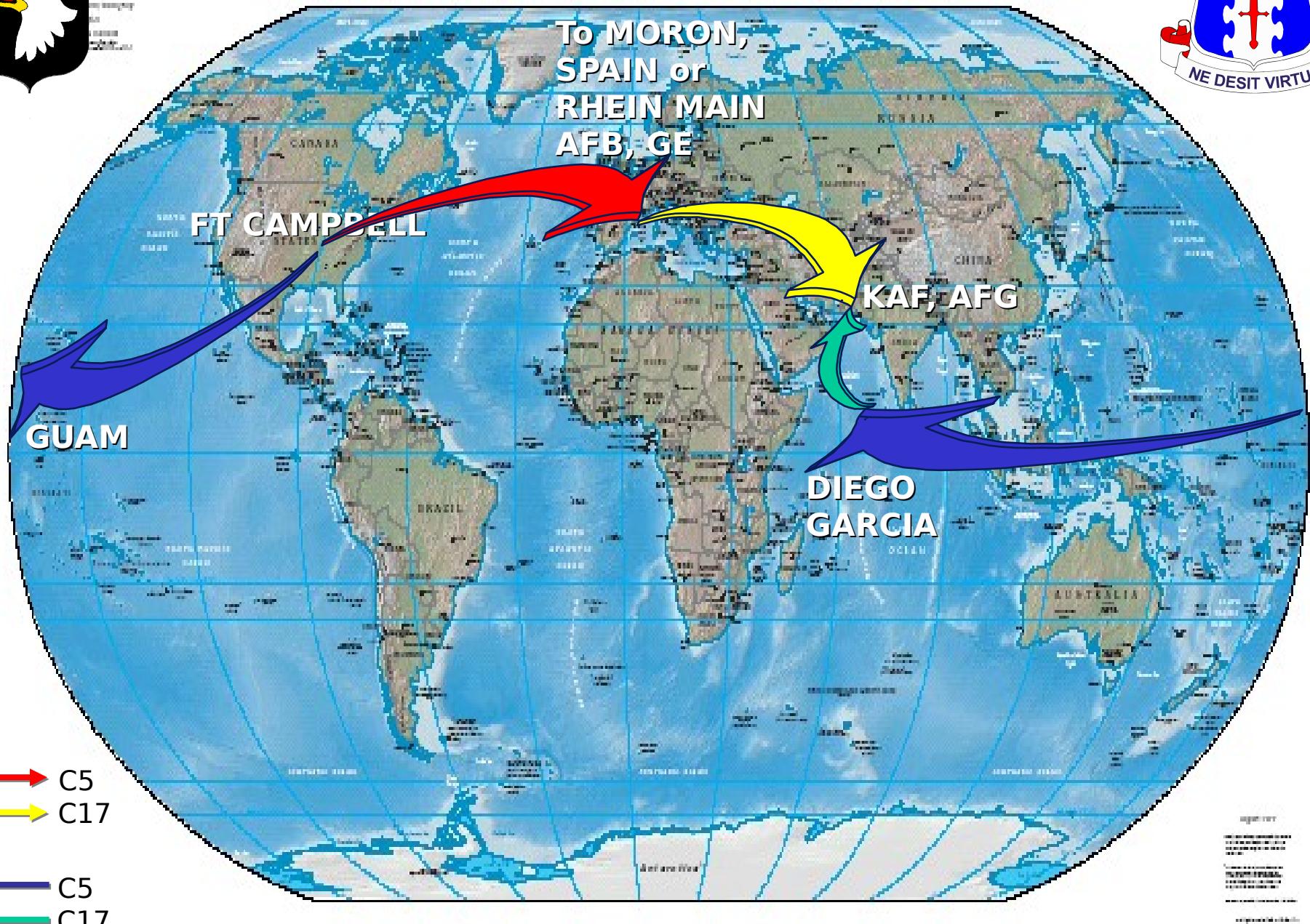
- **Operations Overview**
- **Soldier Support**
Detachment/Finance
- **Contracting**
- **Resource Management**
- **Questions**

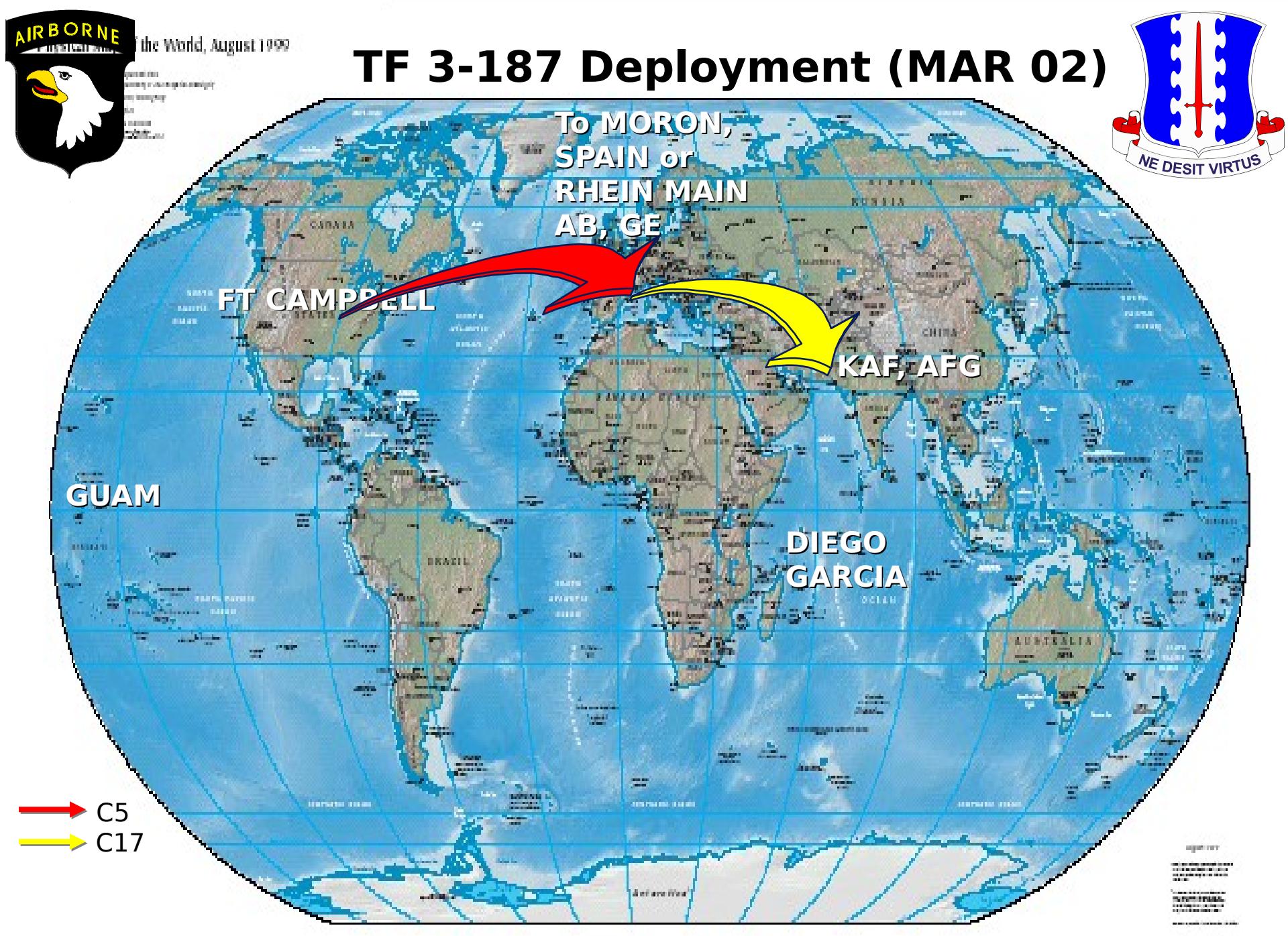




of the World, August 1999

3BCT(-) Deployment (Jan 02)



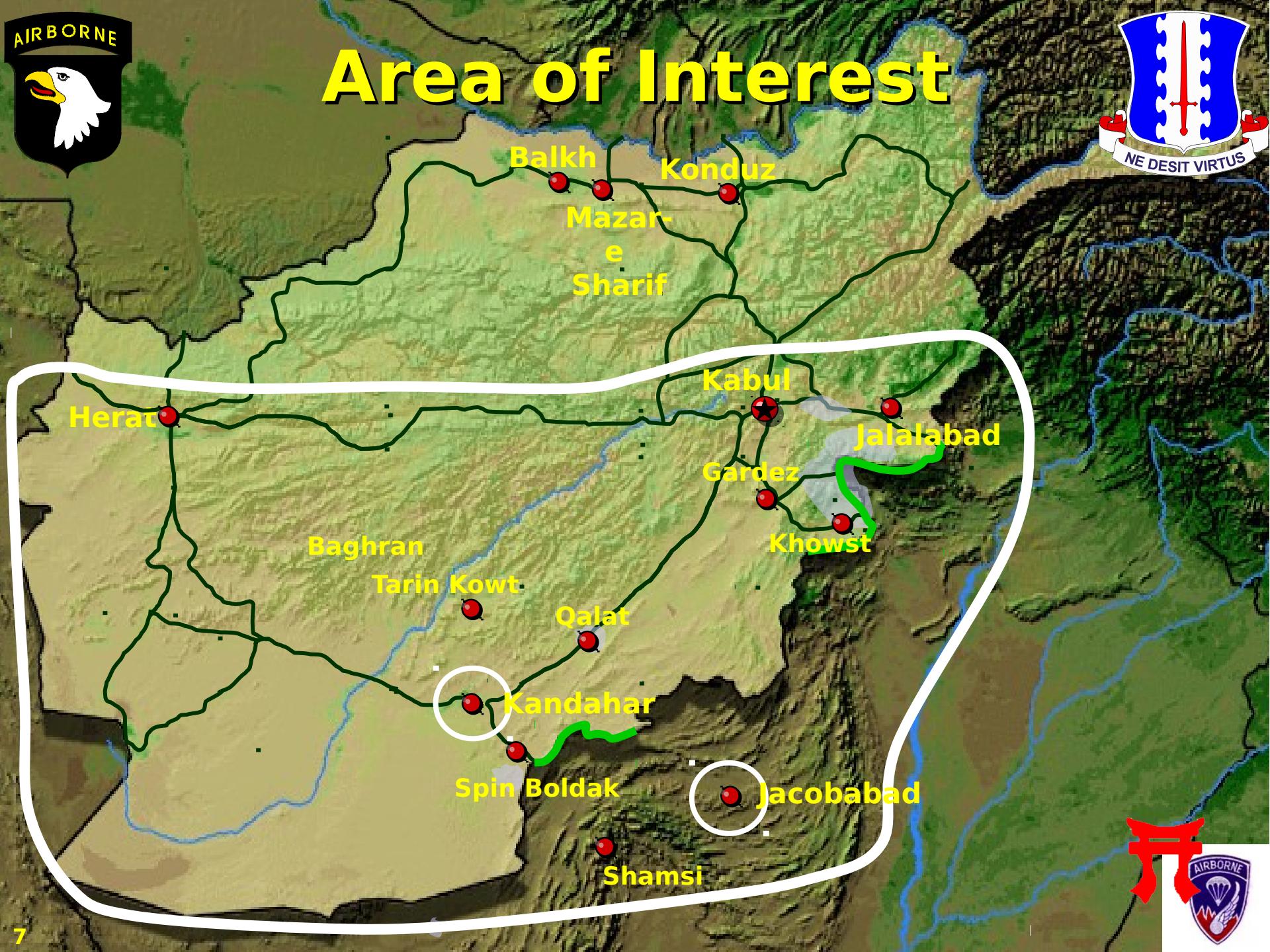


Mission upon Deployment

**TF RAKKASAN deploys
to conduct RIP of TF-58
to secure Kandahar
Airfield, and provide a
FOB within the JOA
that enables full
spectrum operations
by Coalition Forces.**

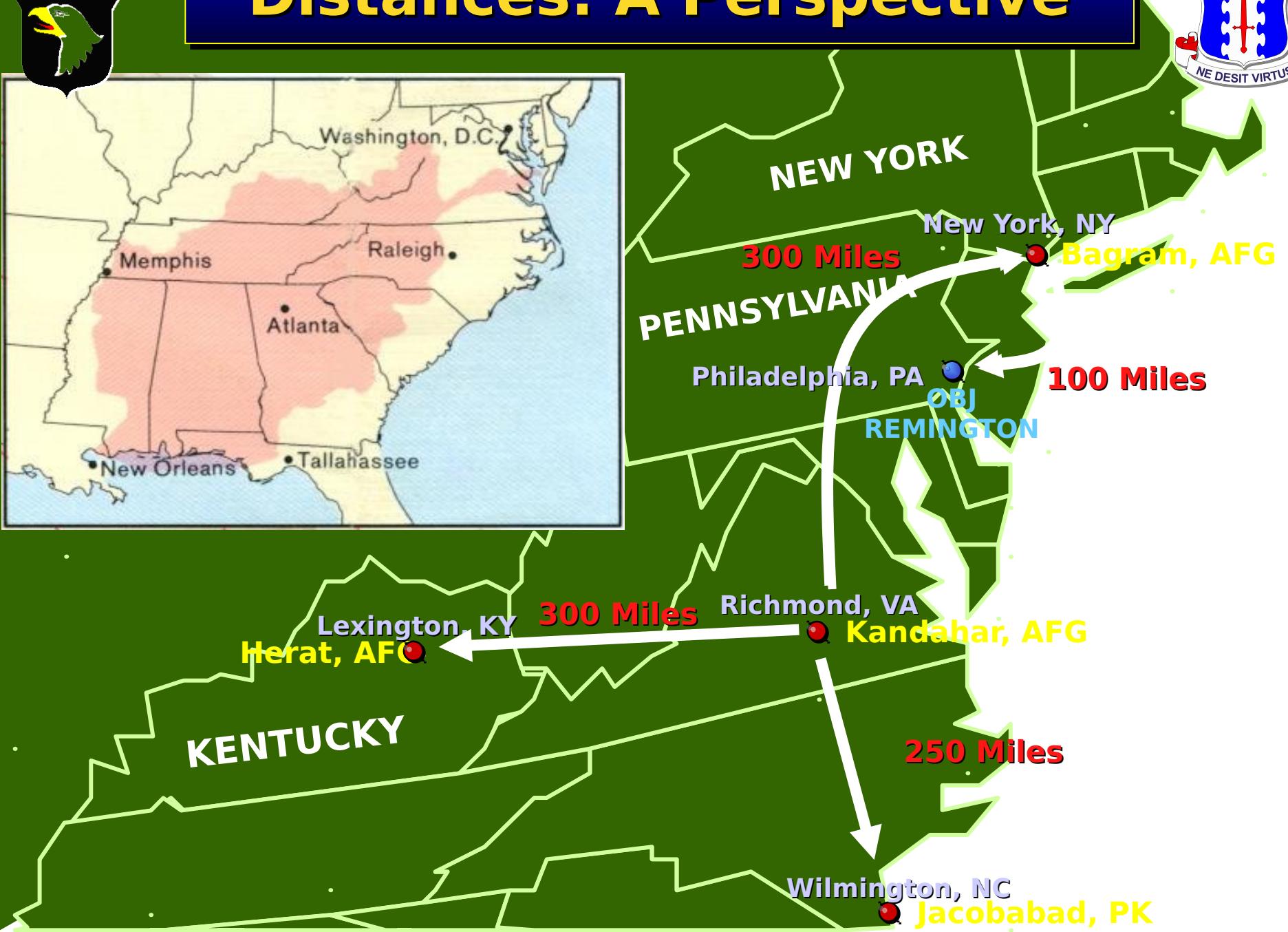


**TF 1-187(-) secures
Shahbaz Airbase
(Jacobabad) to protect US
personnel and equipment
for an indefinite period.
On order, provide forces
into CJOA Afghanistan to
support CFLCC
operations.**





Distances: A Perspective



Initial BCT Commander's Intent

Key Tasks:

- 1. Security and force protection of the Brigade Combat Team (BCT) (-) throughout the deployment**
- 2. A disciplined flow of forces to ensure the rapid relief-in-place (RIP) of the Marine forces on the ground without loss of command and control or security**
- 3. Proper cross-loading to ensure the survivability and sustainability of the BCT(-) throughout the deployment**
- 4. Flow the right personnel and equipment at the right time. Inherent in this analysis is the discipline and expertise to ensure we have all we need to accomplish the mission, without overburdening an already pressed strategic airflow.**

End State: a fully functional, secure, and sustainable BCT(-), having conducted a smooth RIP with TF 58, capable of

Revised Mission Statement

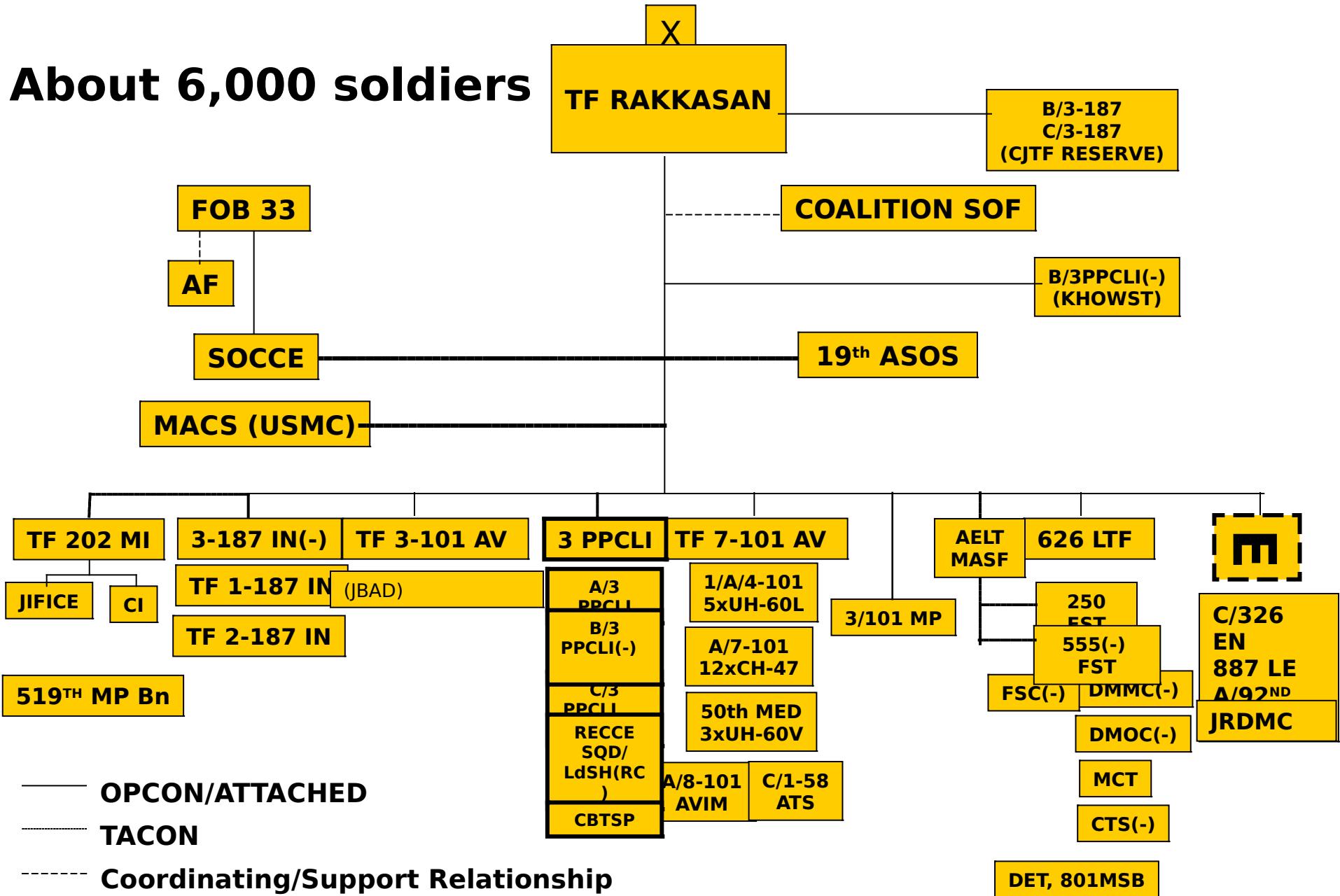
TF Rakkasan secures KAF, conducts combat operations to destroy remaining AQ forces, and provides a focused military presence within AO Truman to maintain a safe and secure environment, thus enabling the flow of HA in southern Afghanistan. When directed, TF

Revised Commander's Intent

- Key Tasks:
 - Destroy identified elements of Al Q'aida
 - Ensure uninterrupted and unhindered airflow into KAF
 - Maintain freedom of movement along selected ground LOCs IVO KAF
 - Maintain a viable, redundant and flexible air and ground QRF that enables QRFs to be employed near-simultaneously
 - Professionalize local AMF within our capabilities
 - Support CMO to the maximum extent practicable without degrading combat capability
 - Force local government to assume responsibility for storage and delivery of HA, as well as economic and infrastructure development.
- End State: The TF is prepared to transition airfield security, airfield management, and HA operations within AO Truman to appropriate forces

TF Rakkasan Task Organization

About 6,000 soldiers

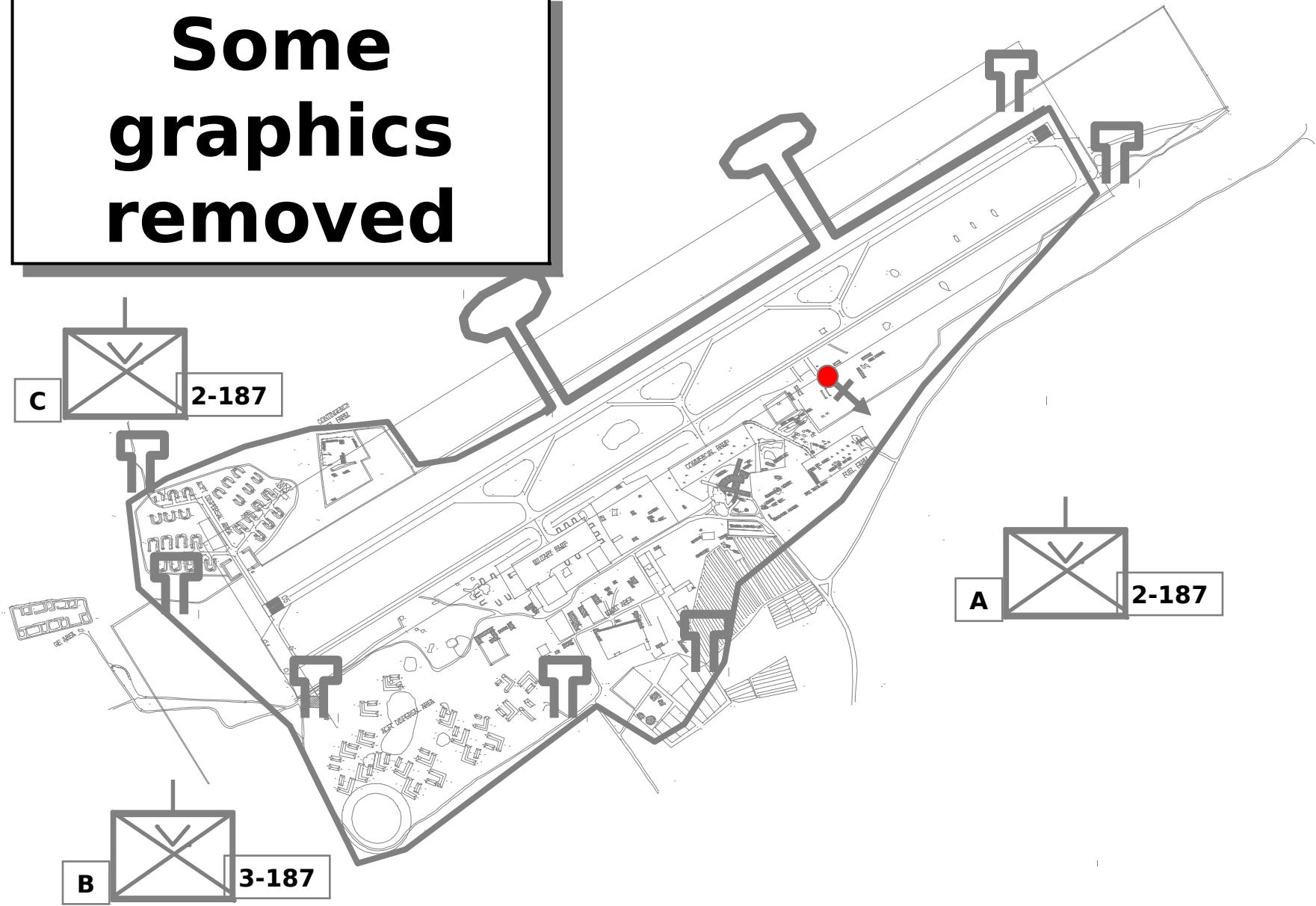


A Coalition

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Perimeter Security

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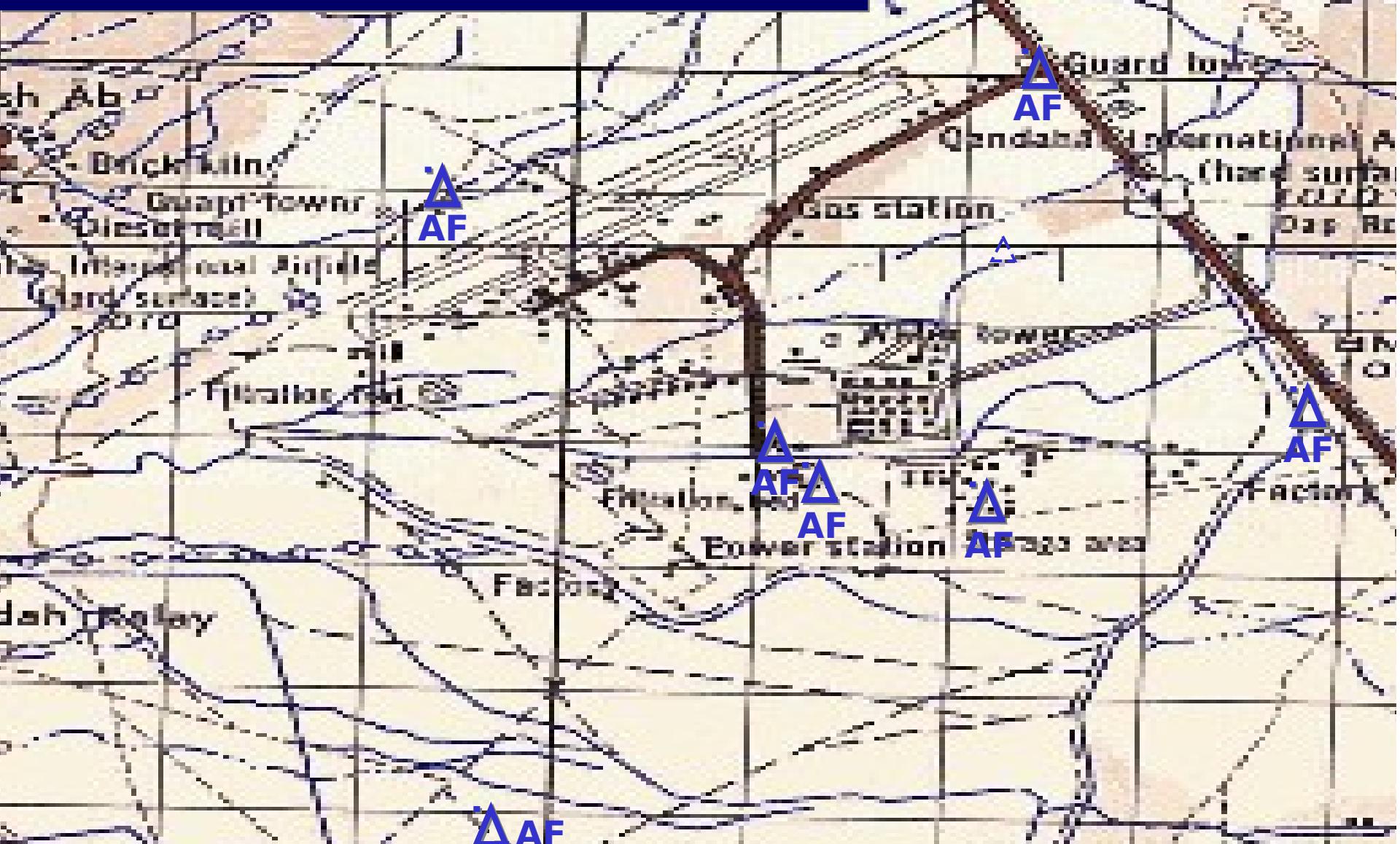


AF

AF (Afghan Forces)

Each OP has 5 to 15 PAX

Total AF Forces in area are 300-500



Local Mine & UXO Threat

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Local Mine & UXO Threat

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Local Rocket Threat

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Kandahar Airfield Operations

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Airfield Security

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Airfield Security

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Airfield Security

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Security Patrols Around Kandahar Airfield

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Security Patrols

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Security Patrols

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Coordination with Afghan Forces

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Coordination with Afghan Forces

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Local Humanitarian Aid

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Local Humanitarian Aid

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Improving Airfield Facilities

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Airport Facilities

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Airfield Management

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Airfield Management

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Airfield Repair

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Detainee Facility

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Almost Real Food

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Morale, Welfare & Recreation

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Morale, Welfare & Recreation

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The Media

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Contingency Planning & Combat Operations

“The greatest humanitarian aid that could be rendered to the Afghan people is to root out terrorists, the terrorist networks, the Al Qaida, and the Taliban who support them.”

- Secretary of Defense Donald Rumsfeld

Full-Spectrum Operations

Disaster Relief

**Quick Reaction & Security
Forces for SOF**

VIP Escort & Security

Sensitive Site Exploitation

**Reconnaissance &
Counter-reconnaissance**

Full-Scale Combat

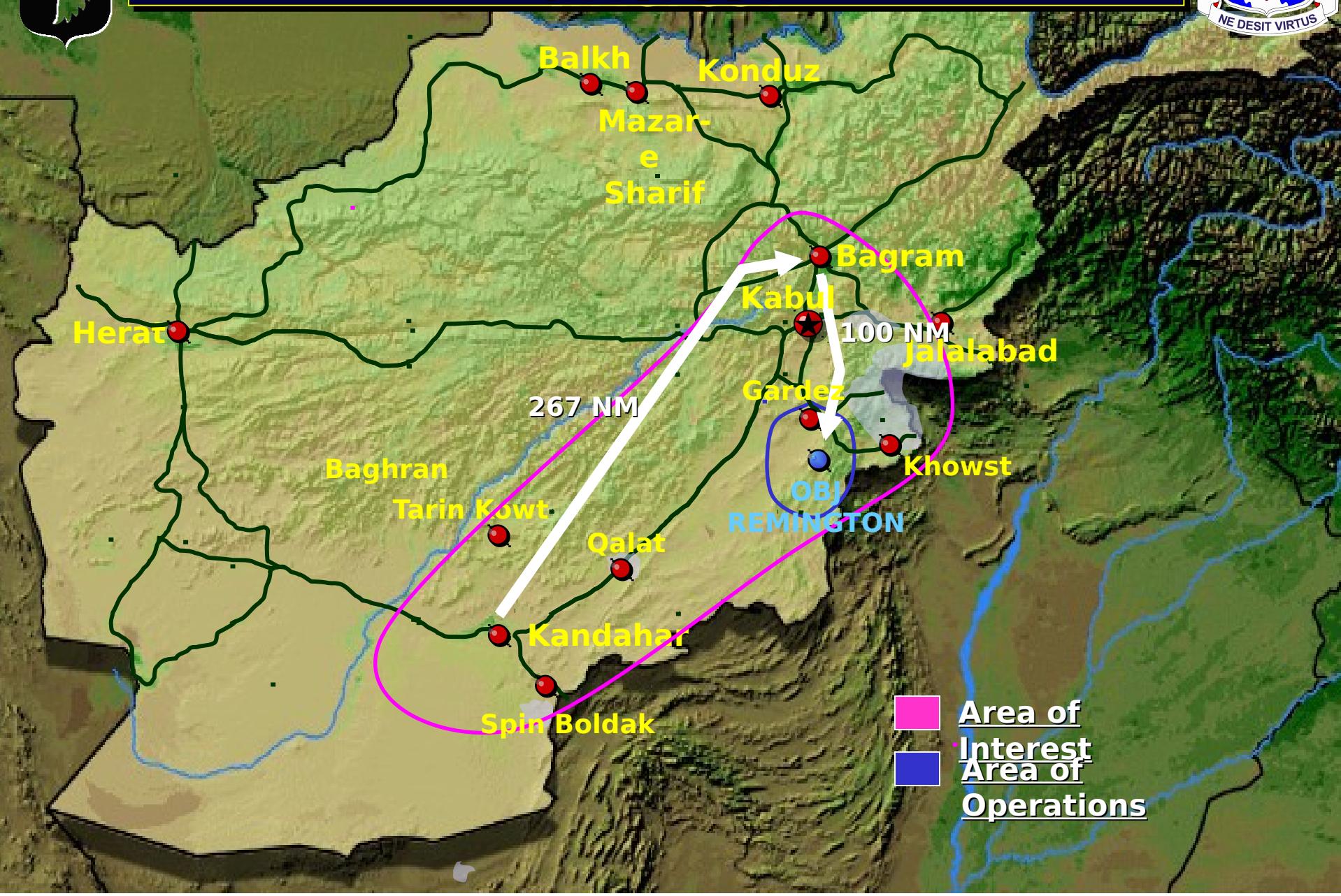
**Humanitarian
Assistance**

OPERATION ANACONDA

**The Battle Of Shah-i-kot Valley
2 - 13 March 2002**



Area of Operations/Area of Interest



TF Rakkasan Mission

Task Force Rakkasan air assaults H-Hour, D-Day (0200Z, 2 March 2002) into Area of Operations EAGLE to block Al Qaeda withdrawal from Objective REMINGTON in order to enable the combat operation of Commander Zia's Afghan Forces (the main effort). On order, Task Force Rakkasan assists Afghan Forces to block Al Qaeda escape routes into Pakistan to complete the destruction of the enemy in Area of Operations EAGLE. On order, redeploy to Kandahar Airfield to prepare for future operations.

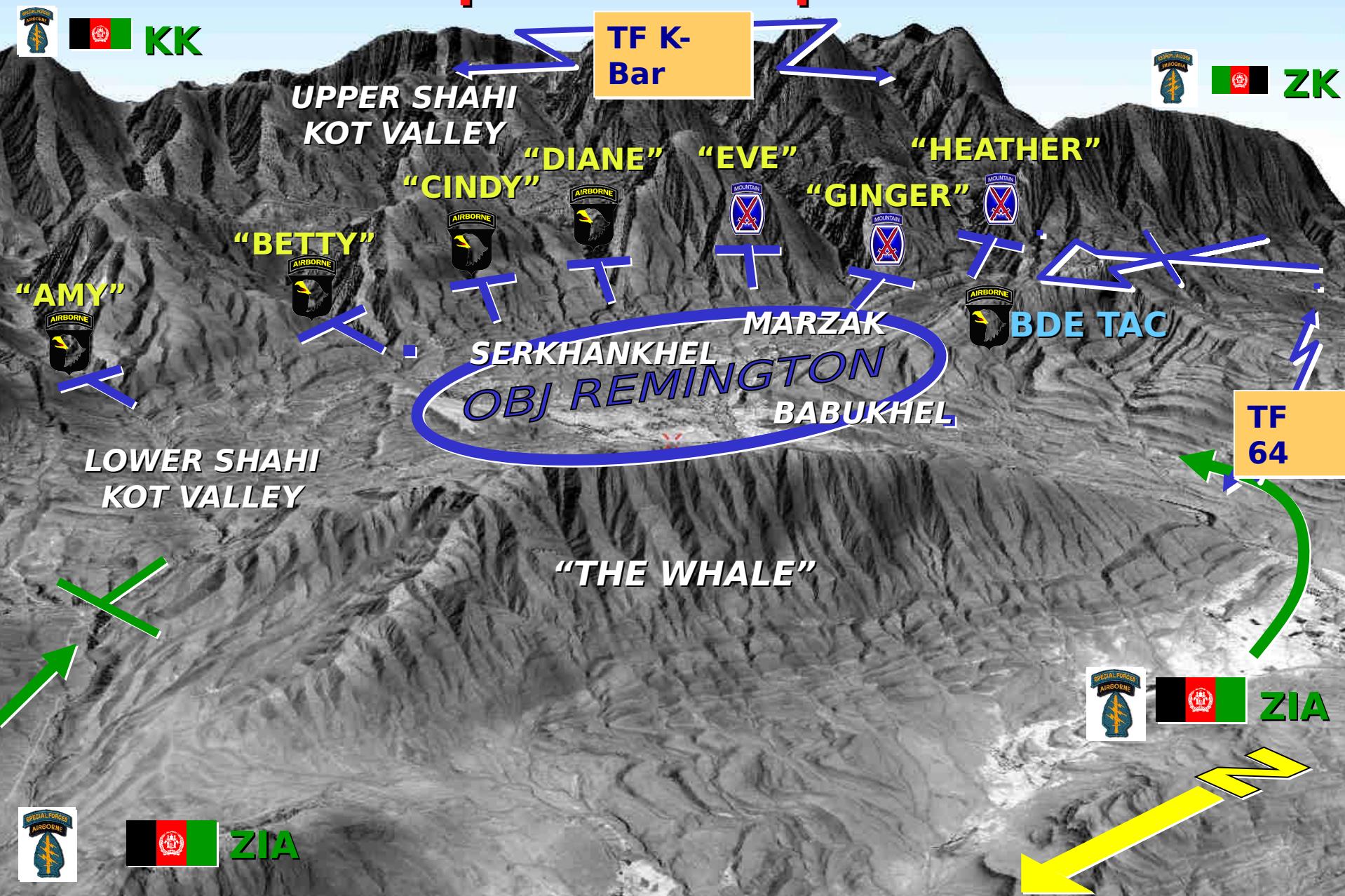
TF Rakkasan Commander's Intent

KEY TASKS:

- Decisive to this operation is the identification and execution of safe, logical, supportable, & redundant Helicopter Landing Zones.**
- Each Aircraft will have a primary, alternate and second-alternate Landing Zone.**
- Establish Forward Operating Base at Bagram to set conditions and sustain the force for at least seven days.**
- Air Assault to block Al Qaeda forces in order to prevent their escape from Serkhankhel.**
- Establish Forward Area Re-arm/Re-fuel Point (FARP) to facilitate responsiveness of Attack Helicopters, MEDEVAC Helicopters, & Quick Reaction Force.**
- Identify Al Qaeda using Afghan Forces and Special Forces Operational Detachments.**
- Maintain a flexible Quick Reaction Force capable of rapid reaction within Area of Operations EAGLE - tasks may include Military Operations in Urban Terrain and establishing blocking positions.**

ENDSTATE: The task force has a fully operational Forward Operating Base and Forward Area Re-arm/Re-fuel Point; Battle Positions in place along likely avenues of approach that deny Al Qaeda escape from Serkhankhel. Al Qaeda forces remain in town until killed, captured or destroyed. A Battalion (-) Quick Reaction Force capable

Concept Of The Operation





KK

TF K-
Bar



ZK



"AMY"



"BETTY"



"CINDY" "DIANE" "EVE"



SERKHANKHEL



"HEATHER"
"GINGER"



LZ MARZA LZ



BABUKHEL



TF
64

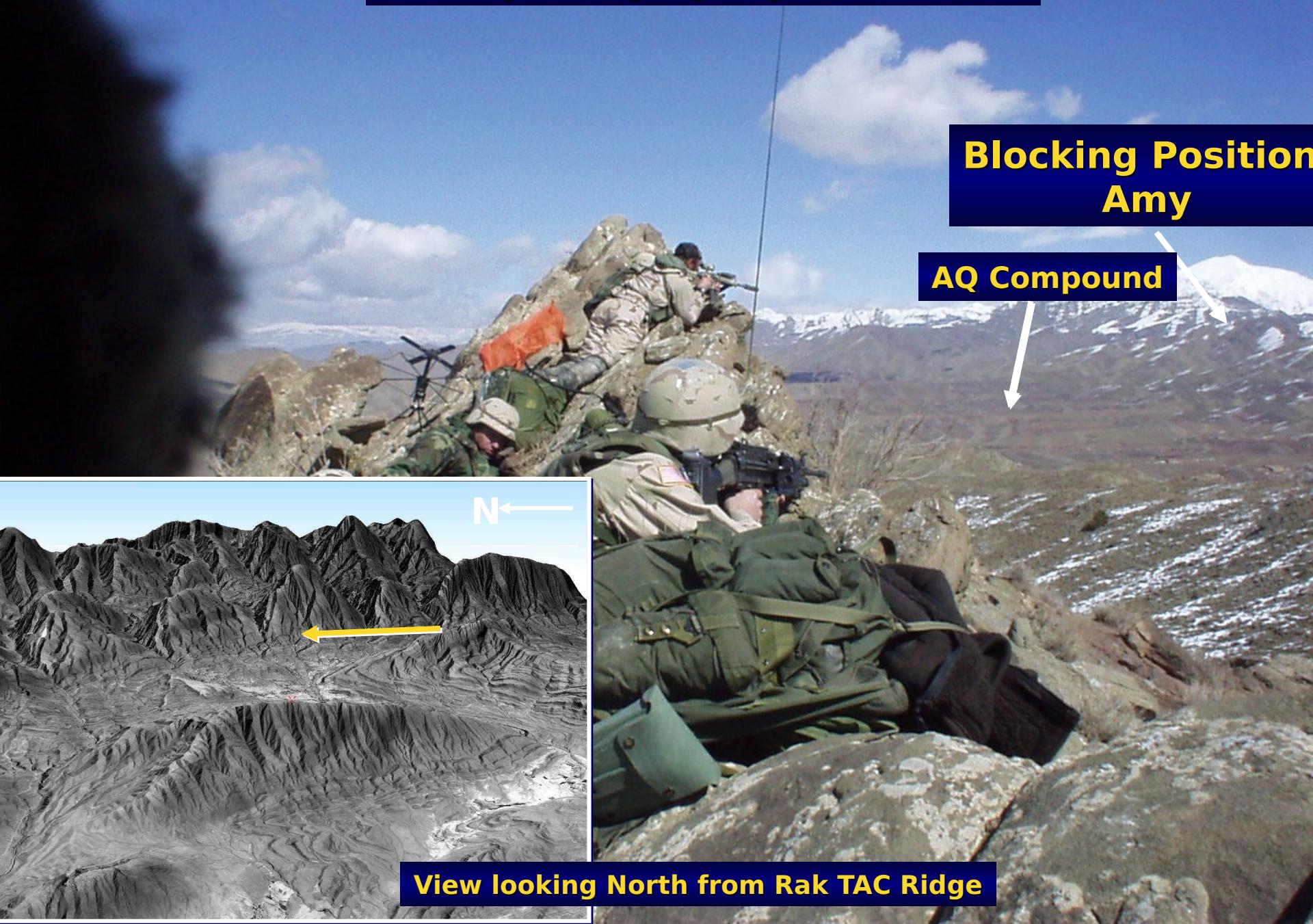
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ZIA



D-Day: Engaging Al Qaeda

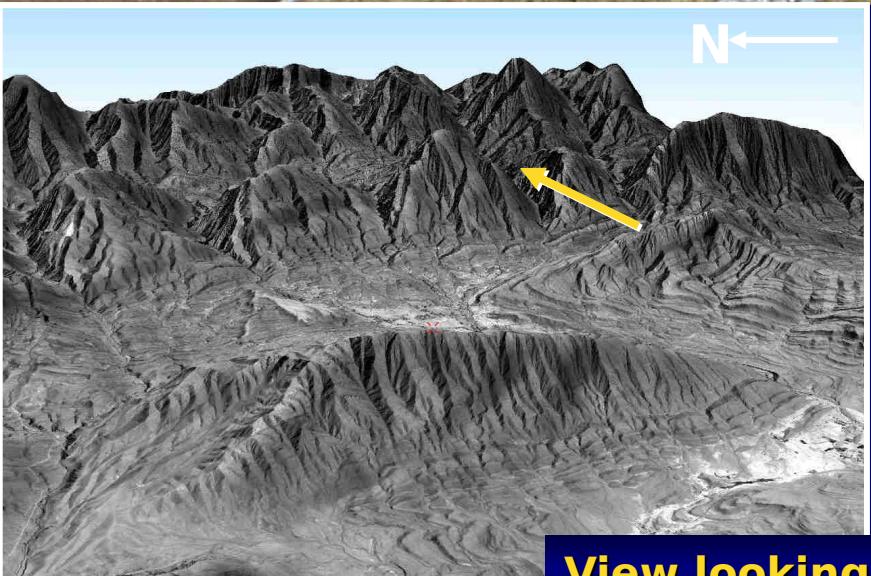


D-Day: Air strike into “Ginger Pass”

Taku Ghar (OBJ Ginger)



“Heather Pass”



View looking East from Rak TAC Ridge

Notable Accomplishments

- **First and largest conventional battle of OEF**
- **Largest and longest-duration light-infantry battle since Vietnam**
- **Highest-altitude land battle in U.S. History**
- **14 combat air assaults performed during the operation without the loss of a single soldier or airframe in Task Force Rakkasan - 1,411 soldiers inserted; 1,411 extracted**
- **First Canadian ground combat since Korea**
- **Operation was undertaken by a coalition of seven countries**
- **Close Combat Attack missions with Apache helicopters**
- **Proof of survivability and lethality of Apache airframe**
- **Introduction of the 'M-Gator' to combat in an air-mechanized role**
- **True joint fight: USA, USAF, USN, USMC, and SOF**

“I do not think we fully appreciated how devastating Anaconda was. I do not think the enemy is going to try to attack and take on the strongest military power in the Western World.”

- Brigadier Roger Lane, CDR, UK Royal Marines

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Memorials

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Memorials

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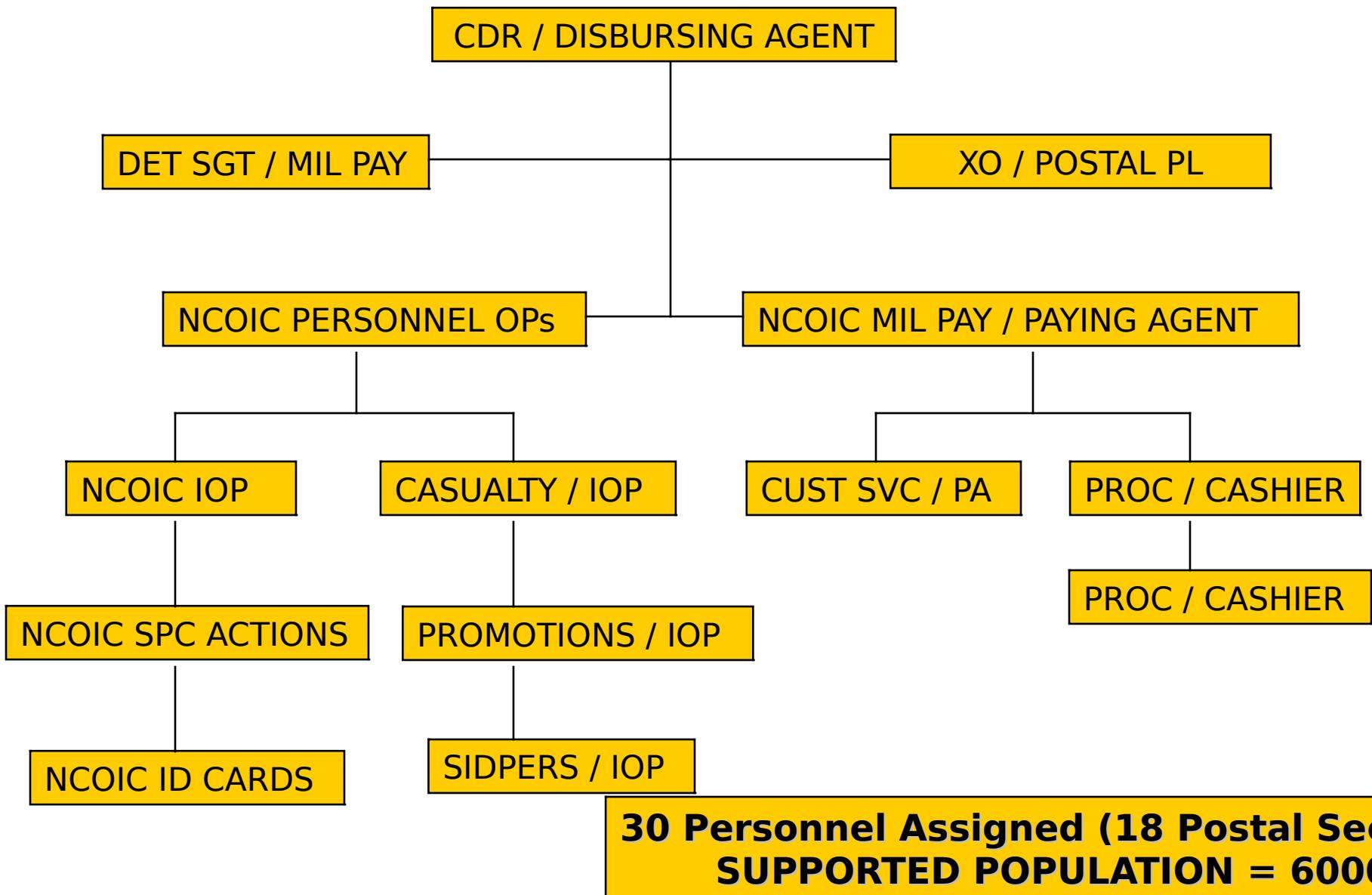
Focus Areas

- **Overview of Financial Support**
- **Soldier Support Detachment**
- **Contracting**
- **Resource Management**

Doctrinal “Money Triad” required 30 days to apply



TF 101SSB



Pre-Deployment/Deployment

Critical Functions-

- Appointment orders (BDE/BN paying agents)
- Transition with ARCENT disbursing agent and contractor
- Cash \$'s on the battlefield early for BCT purchasing in an immature theater

Most Significant Challenges-

- Contracting/RM/FN all 'appointing' from new higher headquarters
- SSB concept with FN CDR/Agent also in charge of AG and Postal

Lessons Learned-

- Planners do not necessarily look to ensure contractor/RM/FN are all on the ground early *together* to start supplying the force

Operations

Critical Functions-

- Tracking fund cite expenditures on ‘bulk funding’
- High dollar paying agents for contractor
- Cash supply to soldiers for AAFES
- Ensuring all purchases were legal

Most Significant Challenges-

- Establishing new channels for clearing agents (FOOs and paying agents)
- A SOF population requesting contracting and FN support with separate RM
- Having all necessary individuals required for support (RM missing for long periods of time)

Lessons Learned-

- Early establishment of request and resourcing procedures

Redeployment

Critical Functions-

- Battle handover with new unit
- Closing out fund cites with RM and Contracting
- Clearing agent disbursements with DFAS-IN / DFAS-ROME

Most Significant Challenges-

- Setting closing date with contracting pending warrant for new contractor (support requirements do not stop)

Lessons Learned-

- Coordinating 'redeployment dates' of contractor/RM/FN to ensure thorough clearing procedures

TF Rakkasan Contracting Support



Pre-Deployment/Deployment Contracting

Critical Functions -

- Attended 3rd BCT pre-deployment briefings, training, POM/SRP, etc.
- Coord. with 3BCT S-4, FO, and CFLCC PARC for concept of support
- Provided CCSP for OPORD.
- FO had cash and obtained bulk fund cite in event no RM on ground.

Most Significant Challenges -

- Obtaining authority to contract in Kandahar (command vs. contracting authority)!
- Problems spending funds in Qatar/Pakistan (no cash/credit card allowed).

Lessons Learned -

- Consider deployment of home station RM initially for immature theater.

Sustainment/Operations Contracting

Critical Functions-

- Sourcing requirements

Significant Challenges-

- Security of supplies/services coming onto base; impact of spending on TF Rakkasan security/AMF relations; quality of local supplies.
- No Central Receiving Point (CRP) caused accountability problems, difficulty getting receiving reports/signatures.
- One RM serviced two contracting locations- Kandahar and Camp Snoopy..worked OK for fund certification, but....

Lessons Learned-

- Best if RM is co-located w/ contracting and finance...and CDR to fulfill role as business advisor...best if RM has “eyes on” objective
- Plan and staff CRP before deployment; get PBO there early

Resource Management

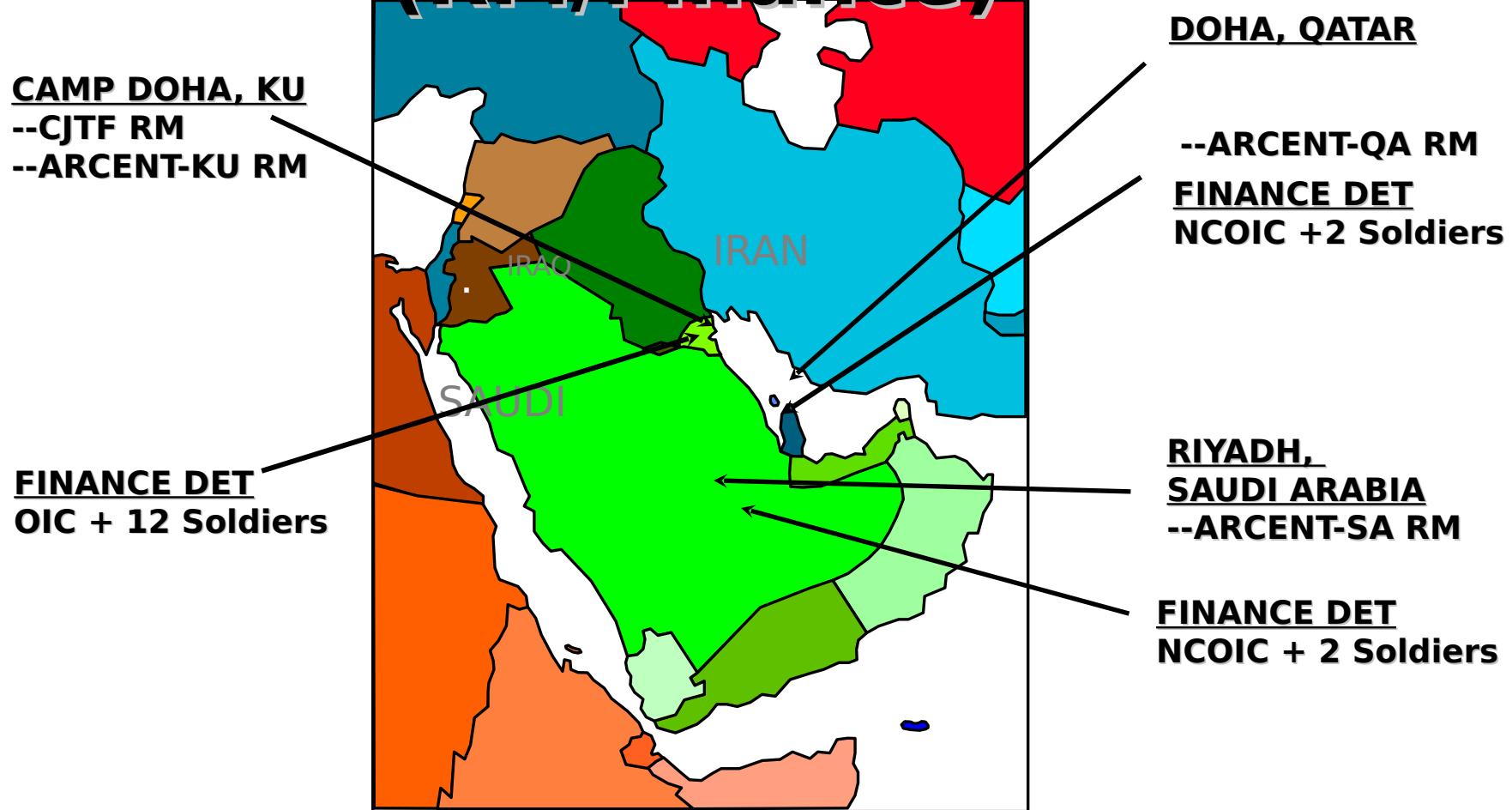
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CFLCC C8 Pre-deployment Preparation

- **Pre 9/11:** Third US Army is the Army Component Headquarters of U.S. Forces Central Command (USCENTCOM)
- **Post 9/11:** Third Army assumed role of Coalition Forces Land Component Command (CFLCC)
 - Command and Control of OPCON/TACON Land Forces in CENTCOM AOR
- Resource Management Preparations:
 - Troops to task analysis
 - Advance party preparation
 - Coordination with FORSCOM-funding

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Pre-9/11 Assets (RM/Finance)



C8 Deployment Operations

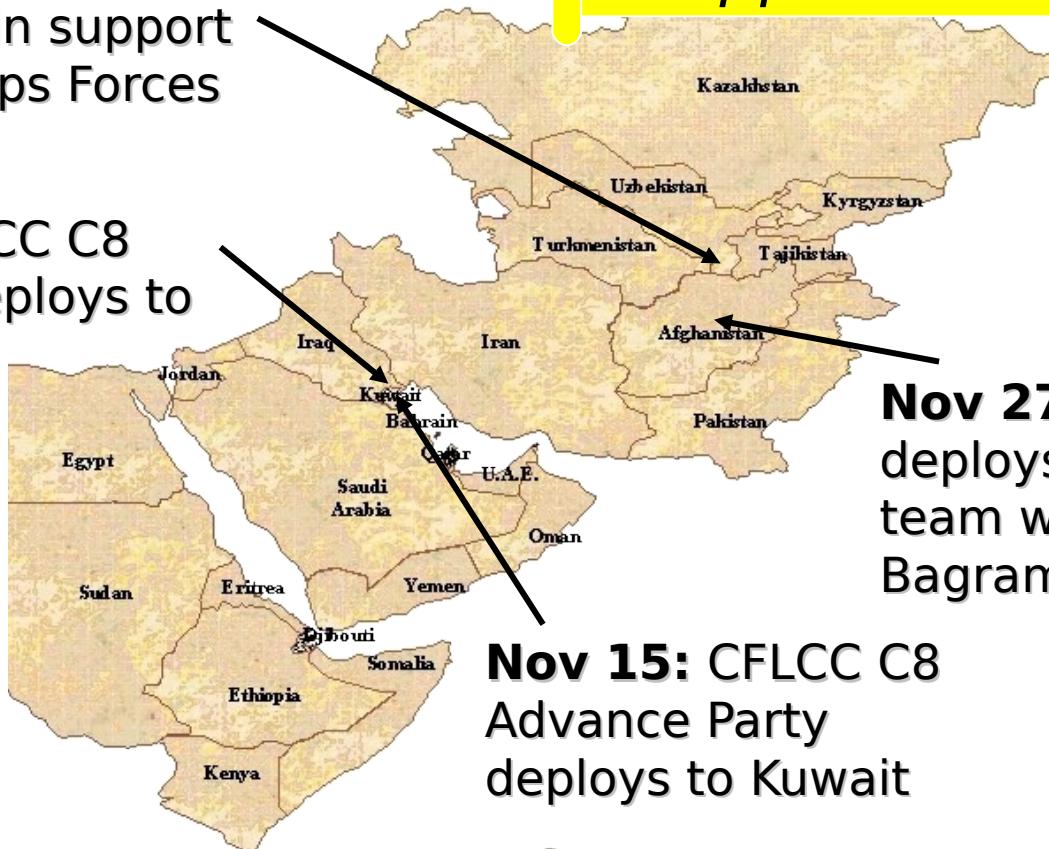
October: CFLCC C8 deploys RM team to Uzbekistan in support of Special Ops Forces

Nov 30: CFLCC C8 main body deploys to Kuwait

Groundwork laid for support of combat ops

Nov 27: CFLCC deploys assessment team with RM to Bagram Airfield

Nov 15: CFLCC C8 Advance Party deploys to Kuwait



CFLCC C8

Deployment Lessons Learned

- SOP's up to date; relevant
- Early RM support on the ground is key—enter with warfighters
- Establish management controls / accountability early
- Commo capability ranges from bad to worse

- Unable to utilize dCAS / STANFINS
- Track actions on document register—send to rear for input
- Freedom to make decisions—often no time / ability to coordinate with higher

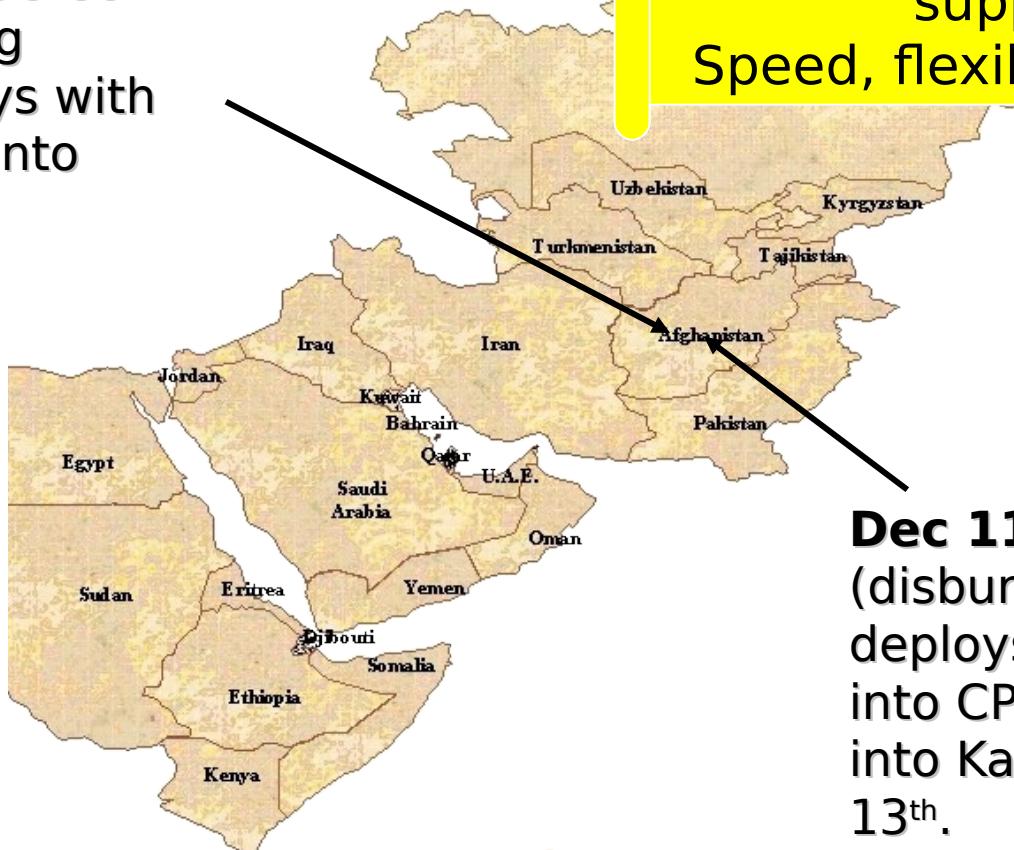
- Recommendation: Adjust doctrinal templates to indicate the use of configurable, portable augmentation RM Teams who are prepared for Contingency RM Operations in today's typically austere environment.

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C8 Joint Combat Operations Support

Nov 18: CFLCC C8 RM (disbursing officer) deploys with SOF from UZ into Afghanistan

Vendor pay, milpay support...
Speed, flexibility are key!!



Dec 11: C8 NCO (disbursing officer) deploys with 15th MEU into CP Rhino then into Kandahar on Dec 13th.

Sustainment Operations

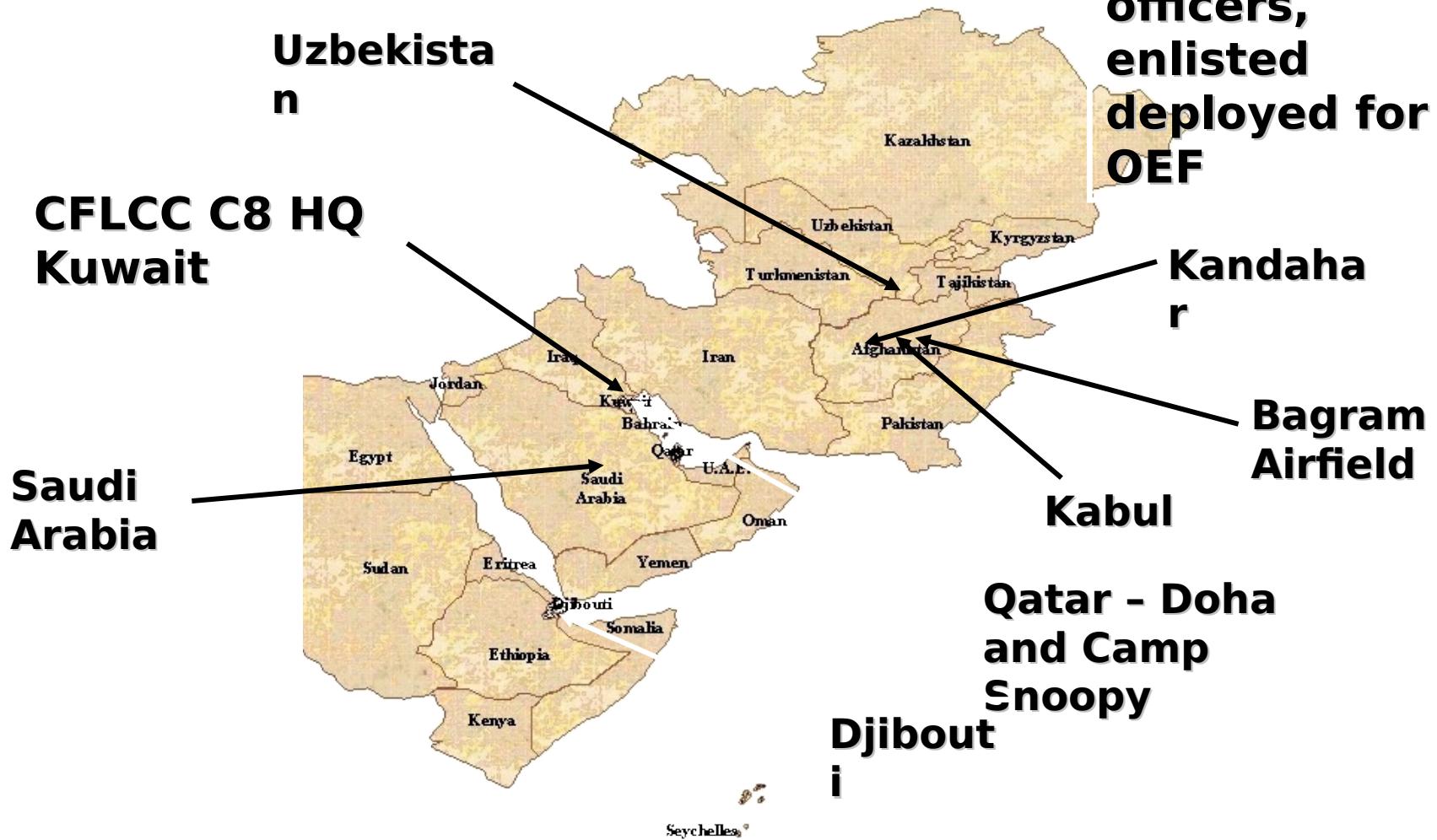
- Transition to stable operations, large ground forces dictated need for comprehensive RM support
- Training for FA45's—CPT's, MAJ's must know everything from fund cite development, EOR's, APC's, up to annual budget development
 - ✓ *Speed*
 - ✓ *Flexibility*
 - ✓ *Accountability*

Ongoing Operations

- CFLCC C8 RM team (officer, NCO) set up operations in Kandahar with 101st AA (Jan)
- RM, contracting, finance must co-locate

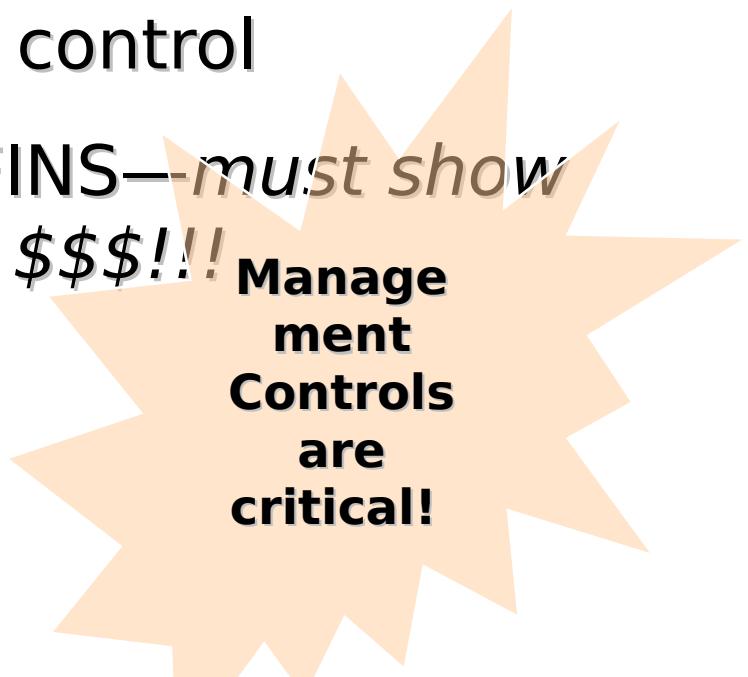
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C8 Sustainment Operations RM Teams



C8 Theatre Responsibilities Sustainment...

- Funding current ops
- Planning future ops
- Management Controls
- Funds distribution and control
- Reports—dCAS, STANFINS—*must show obligations to get more \$\$\$!!!*



Management
Controls
are
critical!

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C8 Rear Detachment Operations

- Rear detachment support is critical
- Financial systems and experts to run them
- Training! CFLCC C8 rear trained more than 40 officers and NCO's during ALO fill for forward deployment
- Central clearing house for information when comms are down

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ACSA

Joint / Coalition Support

- Acquisition / Cross Service Agreements
 - Establish - earlier the better
 - Identify reporting requirements
 - Link with FINCOM to accept reimbursement
- G4 (Logisticians) brokers the agreement
- Who pays for what?
 - Genuine BASOPs vs. service requirement
 - Validation of requirements
- Recommend: Unit Logisticians & RMs at senior levels must establish close monitoring of these requirements. FM addresses need to track AIK, examples of ACSA and a draft process would assist future Coalition efforts.

Multiple Appropriations

- DERF (97X)
- Overseas Humanitarian Disaster and Casualty Assistance (OHDACA)
- Emergency Extraordinary Expense
- OMA (CONOPS)
- CINC Initiative Funds (CIF)
- Funded Humanitarian and Civic Assistance (HCA) & deminimis HCA
- Recommend: Address this in future doctrine or versions of FM 14-100. Establish a repository on past lessons, experience to assist RMs.

CFLCC C8

Sustainment Lessons Learned

- Joint Operations—be ready!!
- Co-location of contracting, RM, finance
- Accountability
 - Document registers
 - Spend plans
 - dCAS input (obligations...)
- FORSCOM—good working relationship with higher HQ
- RM's must know all aspects of operation

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Recommend:

- 1.Schoolhouse add 'Contingency Ops' block of instruction to curriculum (RMBC & PPBES).
- 2.Establish portable RM Training Package to train augmentees during contingency operations (3rd Army has program in place...)

Questions